10 April 1980

MEMORANDUM FOR: Director of Personnel Policy, Planning, and Management

STAT   FROM: [ ]
Chief, SIS Support Staff

SUBJECT: Meeting with NSA Personnel Officers on Executive Development

STAT   1. At their request, we met with [ ]
(Special Assistant to NSA's Director of Personnel),
STAT   [ ] (Chief, Career Development Division),
STAT   and [ ] (Career Development Section) on
10 April to answer some of their questions about executive
STAT   development. [ ] attended along
SIAI   with [ ] of OPPPM/PMES. The session lasted about
two hours.

2. We reviewed some of the things we had discussed
STAT   with Messrs. [ ] in October. While their
questions ranged from asking why we decided to adopt a
senior service at all to our rationale for the 80-hour
"use-or-lose" rule, most of the questions were directed
at the selection of "executive candidates" at the GS-15
level who would then be certified for promotion to SES
Level I when vacancies occurred. We explained why we did
not believe this to be a viable approach for us, pointing
out that we continued to use our existing career service
panel promotion system, together with an existing senior
officer development program (which we are in the process
of modifying). Another feature of our system which makes
it work is our "rank in person" concept which permits the
assignment of GS-15's in SIS jobs and vice versa.

3. This explanation appeared to strike a responsive
note, as they are quite concerned with morale problems in
selecting and "anointing" executive candidates some 18
months in advance of availability for assignment to super-
grade jobs. They also are concerned with numbers, since
apparently their promotion panels deal with all officers at
a given level regardless of occupational specialty. We
explained our breakdown of each grade level by career

SUBJECT: Meeting with NSA Personnel Officers on Executive
            Development

service categories which makes the number of people con-
sidered to be more manageable.

    4.   Another area of questions dealt with our experience
in establishing standards and criteria on which to make
judgments regarding promotions, executive development, and
awards. We explained that this was most difficult but
essential to make the system work.   asked to
be put in touch with someone who could discuss further
our PAR and AWP system and was given   name
(we have so alerted the latter). The group did not seem
to have any real feel for when the enabling legislation
for NSA's Senior Cryptologic Executive Service might be
passed. They mentioned that it had been delayed in the
Civil Service committees and at one time was considered
for inclusion in the charter legislative proposals. In
the meantime, they are working on developing the infra-
structure to make the new system function.

    5.   The meeting was cordial, and the NSA group seemed
appreciative of our explanations.

STAT

STAT

STAT

2